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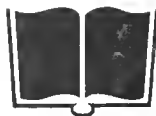
**1964**

**GRAND JURY**  
**REPORTS**



**CITY AND COUNTY OF**  
**SAN FRANCISCO**  
**CALIFORNIA**

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OF THE

CITY AND COUNTY OF SAN FRANCISCO

HENRY F. SORDELLI, FOREMAN  
RICHARD W. HEINTZ, SECRETARY

- - - - -

IRVING W. BARNES

LEWIS B. LEVIN

JOSEPH B. BRENNFLECK

MRS. JOYCE E. MC CABE

R.C.FRANK BRUNDAGE

LESLIE G. MYERS

JOSEPH CIMINO, JR.

TONY V. MORABITO

MRS. ADRIENNE H. CLARK

CARL SEMONIAN

MRS. ELEANOR R. CRAE TREE

MRS. CAROLYN'S. SILVERMAN

EDWARD F. EUPHRAT

MARVIN SOSNICK

WILLIAM F. HARTNETT

CORNELIUS C. WALL

EDWARD J. WILLIG.

- - - - -

IMPANELED JANUARY 10, 1964

DISCHARGED JANUARY 7, 1965

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## C O M M I T T E E S

Henry F. Sordelli, Foreman

Richard W. Heintz, Secretary.

(Ex-officio members of all committees)

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### PERMIT APPEALS, WAR MEMORIAL, ART COMMISSION, LEGION OF HONOR, LIBRARIES.

Irving W. Barnes, Chairman  
Mrs. Carolyn S. Silverman  
Edward J. Willig.

### WELFARE DEPARTMENT, PARK-RECREATION DEPARTMENT, DE YOUNG MUSEUM, ACADEMY OF SCIENCE.

Joseph B. Brennfleck, Chairman  
Irving W. Barnes  
Carl Semonian

### POLICE DEPARTMENT, TRAFFIC, CORONER, NARCOTICS.

R.C. Frank Brundage, Chairman  
William F. Hartnett  
Edward J. Willig.

### SUPERIOR-MUNICIPAL COURTS, LAW LIBRARY, PUBLIC POUND.

Joseph Cimino, Jr., Chairman  
R.C. Frank Brundage  
Mrs. Joyce E. McCabe

### HEALTH DEPARTMENT, LAGUNA HONDA HOSPITAL, HASSLER HEALTH FARM

Mrs. Adrienne H. Clark, Chairman  
Edward F. Euphrat  
Leslie G. Myers

### CITY PLANNING, HOUSING AUTHORITY, REDEVELOPMENT AGENCY

Mrs. Eleanor R. Crabtree,  
Leslie G. Myers / Chairman  
Mrs. Carolyn S. Silverman

### JUVENILE DEPARTMENT, ADULT PROBATION.

Edward F. Euphrat, Chairman  
Mrs. Adrienne H. Clark  
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Edward F. Euphrat  
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Lewis B. Levin, Chairman  
Irving W. Barnes  
Mrs. Adrienne H. Clark

### MAYOR, CHIEF ADMINISTRATIVE OFFICER, BOARD OF SUPERVISORS.

Mrs. Joyce E. McCabe, Chairman  
Joseph Cimino, Jr.  
Marvin Sosnick

### DEPT. OF PUBLIC WORKS, PURCHASING DEPT., REAL ESTATE DEPARTMENT.

Leslie G. Myers, Chairman  
Lewis B. Levin  
Tony V. Morabito.

### FINANCE AND RECORDS:

County Clerk-Recorder, Public Administrator-Public Guardian, Registrar of Voters, Tax Collector, Sealer of Weights and Measures, Agricultural Commissioner.

Tony V. Morabito, Chairman  
Mrs. Eleanor R. Crabtree  
Cornelius C. Wall.

### CONTROLLER, ASSESSOR, TREASURER.

Carl Semonian, Chairman  
R.C. Frank Brundage  
Lewis B. Levin

### DEPARTMENT OF EDUCATION.

Mrs. Carolyn S. Silverman, Chairman  
Joseph B. Brennfleck  
William F. Hartnett.



C O M M I T T E E S (Continued)

PUBLIC UTILITIES:

Hetch Hetchy, San Francisco Water  
Department, S.F. International Airport.

Marvin Sosnick, Chairman

Tony V. Morabito

Cornelius C. Wall

CIVIL SERVICE, HEALTH SERVICE,  
RETIREMENT BOARD.

Cornelius C. Wall, Chairman

Joseph Cimino, Jr.,

Carl Semonian

CITY ATTORNEY, DISTRICT ATTORNEY,  
PUBLIC DEFENDER, SHERIFF.

Edward J. Willig, Chairman

Joseph B. Brennfleck

Mrs. Eleanor R. Crabtree

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GRAND JURY OF THE CITY AND COUNTY OF SAN FRANCISCO.

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SAN FRANCISCO COUNTY GRAND JURY  
ROOM 469 CITY HALL  
December 31, 1964

Honorable Walter Carpeneti,  
Presiding Judge of the Superior Court,  
Room 402 City Hall Building,  
San Francisco, 2, California.

Dear Judge Carpeneti:

The 1964 Grand Jury Committee Chairmen and Members have completed their annual report of the city departments, and a complete bound copy of this final report is presented to you in conjunction with this transmittal letter. There are also included with this presentation the necessary official copies to be filed with the County Clerk and the Board of Supervisors, which we understand will be accomplished thru the facilities of your office.

The final reports of the 1964 San Francisco Grand Jury have been produced in a new modern and easy to read format. You will notice that recommendations are attractively set out, so that they can be easily reviewed. As a contrast the supplementary and complimentary material is set in a different typing style. The reports are presented in a brief form so that the high lights and essentials will be easily recognized and understood by the citizens, and city and county officials with a limited amount of reading time at their disposal. The Grand Jurors have found this type of a report to be highly satisfactory. Favorable comments have been made concerning the format by city and county officials, citizens, and the press. The Grand Jurors will feel that they have contributed something new in the manner of presenting reports, as well as presenting the essential subject matter to be considered.

The success of the format and its development was due to a Committee of Grand Jurors who worked with all of the Committee Chairmen and Members in bringing their reports into the form that is here presented. The excellent work so demonstrated in this new format of these reports is to be complimented. The Committee who worked so diligently in conjunction with the Committee Chairmen and Members is to be highly commended for this excellent task and it is only fitting that they should be mentioned by name - Cornelius C. Wall, Chairman, Mrs. Adrienne H. Clark, Edward F. Euphrat, and Joseph B. Brennfleck.



The Members of the 1964 Grand Jury handled a heavy criminal calendar on Monday evenings in conjunction with the investigations presented by the District Attorney. During the year the Grand Jury returned 246 indictments against 365 defendants and heard testimony from 847 witnesses.

The Grand Jury to accomplish the task of this year met on 120 meeting days. During these meetings there was a 91% attendance. The 9% absence accounted for vacations, illness, and emergency times when jurors could not be in attendance.

This year we had seventeen committee assignments which allowed each Grand Juror to be a chairman of one committee and a member of two other committees. This provided the grand juror with a much broader interest in city and county matters. The Committee Chairmen and Members made visits to the various city and county departments to obtain the necessary information and material to properly prepare their reports to the Grand Jury as a body and to formulate and present their final reports. This activity involved considerable time on the part of all of the Grand Jurors.

The Grand Jurors as a body made a number of special visits to various city and county departments, as well as, to other institutions connected with their work:

San Quentin Prison

Sheriff's Department

Police Department - Line Up

San Francisco Water Department

San Francisco International Airport

Controller's Office - E.D.P. Program

Hetch Hetchy

Log Cabin Ranch.

This Grand Jury continued the practice of inviting various city and county officials to appear before the meetings of the Grand Jury. This practice, the Grand Jury found highly successful in that it allowed the officials to talk to the Grand Jury as a whole. Also, it allowed for questions and answers by the Grand Jurors and officials to clarify matters on which there was high interest. To accomplish this, the Grand Jurors would meet one-half hour earlier than previously scheduled so as to give sufficient time to the person that they invited. This was extra time and work on the part of the Grand Jurors.



The Grand Jury gave special consideration to some matters and adopted a policy in these instances in the form of a resolution. For the record these are recorded here:

<u>DATE:</u>	<u>RESOLUTION:</u>
3/5/64	Increase in staff of District Attorney
3/23/64	Increase in staff of Juvenile Court.
8/19/64	Support for Proposition "A" -Juvenile Dept.
10/19/64	Support for Proposition "D" -Park-Recreation
12/7/64	Charter Change,Section 39 - Permit Appeals.

During the course of the year we received help and assistance in our work thru the office of the Jury Commissioner-Secretary, Joseph M. Cummins, for which we extend our thanks and appreciation. Ralph A. Sheehan,Grand Jury Consultant-Statistician, was prompt and efficient in handling clerical and statistical matters for the Grand Jurors. We sincerely appreciate his efforts, time, and concern in doing an excellent job.

We had excellent cooperation from the office of the District Attorney - from both Honorable Thomas C. Lynch, now the Attorney General; and the present District Attorney, Honorable John J. Ferdon. We would especially like to compliment the Chief Assistant District Attorney, Frances W. Mayer, and Walter Giubbini, Deputy District Attorney, for the excellent presentations of criminal investigations.

I wish to thank Richard W. Heintz, Secretary, for his fine work both as secretary to the Grand Jury and in his capacity as acting foreman in my absence.

Also, I wish to express our thanks to the court attaches; Official Reporter, Henry Borchard, Bailiff,Don Benedict, Presiding Judge's Clerk, Herb Graber, who have worked with us during the year and have been very helpful.

On behalf of the Members of the 1964 Grand Jury and myself, I wish to tell you how much we enjoyed being members of the Grand Jury and working with you during the course of this year. We sincerely appreciate your consideration in appointing and selecting us as Grand Jurors. Working on the Grand Jury has re-awakened many avenues of interest in city and county government. We have benefited thereby and sincerely hope that we can repay our obligation by being alert, conscientious citizens in the future.

Yours very sincerely,

Henry F. Sordelli Foreman.



LEGION OF HONOR.

RECOMMENDATION: THAT THE MUNICIPAL RAILWAY EXTEND ITS LINE TO INCLUDE THE LEGION OF HONOR.

This would make the Legion of Honor accessible to all Citizens.

PUBLIC LIBRARY.

RECOMMENDATION: NONE.

It is noted that our Libraries are rated very highly throughout the country and that our many branch libraries are bringing a great service to the people of our city.

BOARD OF PERMIT APPEALS.

RECOMMENDATION: THAT A CLOSE COOPERATION BE MAINTAINED AT ALL TIMES BETWEEN THE BOARD OF PERMIT APPEALS AND ITS AFFILIATED AGENCIES.

The importance of the services performed by this Board has been proven in the 33 years of its existence. It is mandatory that citizens of the highest caliber be appointed to this board. .

WAR MEMORIAL

RECOMMENDATION: THAT THE PROPOSAL BY THE BOARD OF TRUSTIES OF \$7,000,000.00 BOND ISSUE BY 1970 BE ADOPTED.

This will provide an auxiliary multi-purpose building to be constructed adjacent to the Opera House, which will contain adequate work areas, rehearsal rooms, office areas, etc. There is insufficient room for these facilities at the present time.

ART COMMISSION.

RECOMMENDATION: NONE.

This commission has had immeasurable success in their effort in bringing together the people and Civic groups on participation of the arts.

Edward F. Willig.  
Mrs. Carolyn S. Silverman  
Irving W. Barnes, Chairman.



## PUBLIC WELFARE DEPARTMENT.

RECOMMENDATION: THAT WAYS AND MEANS BE FOUND TO MAKE CLEAR THAT THE PHILOSOPHY OF THE WELFARE DEPARTMENT SHALL BE TO RETURN WELFARE RECIPIENTS TO USEFUL AND ACTIVE LIVES IN THE COMMUNITY AND THEREBY REMOVE AS MANY AS POSSIBLE FROM WELFARE ROLLS.

This Committee feels that there are serious defects in the operation of the San Francisco Welfare Department in effectuating such a posture. The Committee believes that drastic corrective action should be taken to insure that meaningful help will be given to those on welfare and at the same time conserve tax dollars.

The current program of this department emphasizes short term fiscal reporting and statistical data without reference to remedial measures which would return individuals and families to productive roles within the community. Restrictive policies prevent social workers in the field from taking direct and necessary actions as circumstances warrant. As a result, needy persons on welfare suffer due to delays and postponements.

RECOMMENDATION: THAT EFFECTIVE LIAISON BE ESTABLISHED BETWEEN THE WELFARE DEPARTMENT AND OTHER PRIVATE AND GOVERNMENTAL AGENCIES. THE PROBLEMS OF AN INDIVIDUAL OR A FAMILY ON WELFARE ROLLS MUST BE APPROACHED IN THE ROUND IN THE EFFORT TO ACCOMPLISH REHABILITATION.

This means there should be a program of cooperation and coordination between the Department and other agencies including the Board of Education, the Housing Authority, the Public Health Department, the Veterans' Administration, the Juvenile Department, the Adult Probation and other related agencies. Our inquiries lead us to conclude that the Welfare Department has not actively encouraged and stimulated such liaison. As the primary agency involved we believe that effective cooperation and coordination on a continuing basis should be undertaken by the Agency. Lack of coordination between related agencies impedes the rehabilitation of welfare recipients and results in the expenditure of wasted tax dollars.

RECOMMENDATION: THAT THE PUBLIC WELFARE DEPARTMENT BE EVALUATED IN THE LIGHT OF ITS OPERATION AND ADMINISTRATION FROM TWO POINTS OF VIEW; ONE, FROM THE MODERN SOCIAL WELFARE CONCEPT WHEREIN THE PRIMARY EMPHASIS SHOULD BE TO BREAK THE CYCLE OF ASSISTANCE SO THAT WELFARE CHECKS DO NOT BECOME A WAY OF LIFE; SECONDLY, FROM AN ECONOMIC POINT OF VIEW TO THE END THAT MEANINGFUL AND TIMELY SERVICES ARE PROVIDED IN ORDER THAT RECIPIENTS MAY BE RETURNED TO PRIVATE EMPLOYMENT AS SOON AS POSSIBLE.



It is recognized that problems of the aged are not relevant in this recommendation. However, an ounce of prevention is worth a pound of cure and this is as meaningful and realistic an approach to the problems of Public Welfare as can be found. Those dollars spent early by a welfare department to arrest the conditions that send an applicant to welfare are meaningful and fewer than a routine system operating primarily as a dole dispenser. If major changes in the operation of the Department must be made to insure and effectuate these ends, such changes should be made at the earliest time.

RECOMMENDATION: THAT THE WELFARE DEPARTMENT BE ALLOCATED ADEQUATE WORKING SPACE AND FACILITIES TO PERFORM ITS FUNCTIONS AS ABOVE OUTLINED. WE DIRECT THE ATTENTION OF ALL INTERESTED PARTIES TO A PHYSICAL EXAMINATION OF AN OUTMODED AND OVERCROWDED PHYSICAL LAYOUT.

Irving W. Barnes

Carl Semonian

Joseph B. Brennfleck, Chairman.



PARK RECREATION.

RECOMMENDATION: THAT THE BOND ISSUE RECENTLY SUBMITTED TO THE ELECTORATE AND REJECTED BE OFFERED AGAIN FOR VOTER APPROVAL AT THE EARLIEST OPPORTUNITY.

The Jury regrets that this Bond Issue was refused and believes that continuing publicity regarding the necessity for these monies during the period prior to the next election should be constant and unremitting.

DE YOUNG MUSEUM.

RECOMMENDATION: NONE.

The Brundage Wing is in the process of construction. In view of the fire hazard in the older building it is suggested that the electric wiring throughout the museum be placed in conduits and/or be rewired as needed.

ACADEMY OF SCIENCE.

RECOMMENDATION: NONE.

The Grand Jury Committee feels that all personnel are to be commended for their interest and dedication.

Irving W. Barnes.

Carl Semonian

Joseph B. Brennfleck, Chairman.



CORONER'S OFFICE.

RECOMMENDATION: NONE.

The Coroner's Office and Laboratory facility in the new Hall of Justice are impressive by the evidence of careful planning in the original design and, more notably, by the remarkable standards of cleanliness. The laboratories and autopsy rooms are maintained with the immaculate appearance of a modern hospital surgery. This is important from the standpoint of the health and safety of the employees and, equally, to maintain an appropriate air of dignity and order.

In the last 20 to 30 years, medical science has made tremendous strides forward and, commensurately, the demands for scientific information to be used by the courts, insurance companies, district attorney, defense counsel, etc., have increased enormously. The detailed work of the investigation and autopsy has almost tripled in 30 years. This is evidenced by the length and detail of autopsy examination and report which is necessary in the present day administration of justice. It is commendable that the Coroner's staff has been able to do this trebled work load without significantly increasing the staff.

The Coroner acknowledges the consideration and thoughtfulness of the fiscal authorities who have permitted modern equipment as it has become available which permit such increased efficiency as to triple the work load with virtually no new employments.

The office of Coroner is conducted without bias or partiality, seeking to make available facts that permit true administration of justice and preservation of the health and safety of the community.

William F. Hartnett

Edward J. Willig.

R.C.Frank Brundage, Chairman



PUBLIC POUND.

RECOMMENDATION: THAT THE DOG LICENSE FEES BE INCREASED \$1.00 PER DOG TO HELP THE SOCIETY MEET THE COST OF OPERATING THE POUND.

The Society for Prevention of Cruelty to Animals is a non-profit organization which is to be highly commended for its excellent humane work in handling and caring for the animal life of our city.

The cost of providing its headquarters and the maintenance of its operations is possible through donations and endowments by kind-hearted people who are lovers of animals.

As part of their operations, the Society operates the public pound for the City. The funds for this operation are derived solely from the fees for dog licenses, which are grossly inadequate for the cost of operating the pound. The Society adds from its funds to help maintain the pound operation. No other funds other than the dog licenses are furnished by the City.

Mr. Charles W. Friedrichs, the Executive Director, has devoted thirty years to this humane work. The Society maintains a staff of 55 employees to carry on this work.

Mrs. Joyce E. McCabe.

R.C. Frank Brundage.

Joseph Cimino, Jr., Chairman.



SUPERIOR AND MUNICIPAL COURTS.

RECOMMENDATIONS: THAT A MODERN AND ADEQUATE COURT BUILDING BE ERECTED TO HOUSE THE SUPERIOR AND MUNICIPAL COURTS AND IT IS RECOMMENDED THAT THE ARCHITECTURE BE ALONG THE LINES OF OUR PRESENT CITY HALL, VETERAN'S AND OPERA BUILDING.

The inadequacy of the present City Hall as the Court house is very apparent.

RECOMMENDATION: THAT IMMEDIATE CONSIDERATION BE GIVEN TO ACQUIRING SITES WHICH ARE AVAILABLE IN THE CIVIC CENTER AREA.

Any procrastination in procuring the sites could ultimately result in higher cost to the taxpayer.

RECOMMENDATION: THAT THE JUDGES MAKE A STUDY OF HOW BEST TO COPE WITH THE SERIOUS CRIME SITUATION, SO THAT SUITABLE PUNISHMENT MAY BE METED OUT TO OFFENDERS IN AN EFFORT TO DISCOURAGE AND DETER THE SERIOUS DISREGARD AND DISRESPECT FOR LAW AND ORDER.

In the meeting with the Honorable Leland Lazarus, this Committee made known the concern of the entire Grand Jury over the crime problem, and particularly the disregard for law and order, and the prevailing disrespect for law-enforcement officers. Judge Lazarus was very understanding and considerate of our views, as they, the Judges, are very conscious of the crime situation. It must be noted here that notwithstanding the prevailing crime conditions, higher court decisions are such that they may hamper the effectiveness of the Police in securing evidence to merit convictions.

LAW LIBRARY.

RECOMMENDATION: THAT A STUDY BE INITIATED TO DETERMINE HOW BEST TO COPE WITH THIS BULGING AND CONSTANTLY ENLARGING LIBRARY.

A visit through the Library revealed law books stacked to the ceiling and a good portion stored in various nooks and corners of the City Hall. It is very obvious that the Law Library is faced with an extreme shortage of space. This acute shortage becomes aggravated each year by the addition of approximately 5,000 new volumes.

Mrs. Joyce E. Mc Cabe

R.C.Frank Brundage

Joseph Cimino, Jr., Chairman.



HEALTH DEPARTMENT.

SAN FRANCISCO GENERAL HOSPITAL.

RECOMMENDATION: THE REMODELING OF SURGERY FOR ASCEPTIC CONTROL.

This is necessary for the continued accreditation of the hospital.

RECOMMENDATION: THAT THE MEN'S PSYCHIATRIC TREATMENT WARD BE MOVED TO ANOTHER BUILDING SUCH AS THE TUBERCULOSIS WING WHERE THE WOMEN'S TREATMENT WARD IS AT PRESENT.

This would help to alleviate the present overcrowding of the Women's Admitting Ward by using the present Treatment Ward as a second admitting ward.

We are pleased to recognize the progress that has been made in providing immediate and emergency psychiatric care for both adults and children within the community and feel that this service should be augmented.

RECOMMENDATION: IMMEDIATE STEPS SHOULD BE TAKEN TO ACQUIRE ADDITIONAL LAND CONTIGUOUS TO SAN FRANCISCO GENERAL HOSPITAL FOR PARKING AND EXPANSION OF FACILITIES WHICH WILL BE REQUIRED WHEN THE 10 YEAR PLAN IS IMPLEMENTED.

HASSLER HEALTH HOME.

RECOMMENDATION: THAT THE HEALTH HOME AND ITS PROPERTY NOT BE DISPOSED OF BY THE CITY AND COUNTY OF SAN FRANCISCO WITHOUT FURTHER CONSIDERATION FOR ITS USE AS A CUSTODIAL AND TREATMENT CENTER FOR AMBULATORY ALCOHOLICS AND THUS RELIEVE BEDS AND SERVICE USED BY THEM AT LAGUNA HONDA.

LAGUNA HONDA HOSPITAL.

RECOMMENDATION: NONE.

We wish to commend the dedicated staff of the Rehabilitation Ward at Laguna Honda Hospital.

Edward F. Euphrat.

Leslie G. Myers.

Mrs. Adrienne H. Clark, Chairman



## CITY PLANNING COMMISSION.

RECOMMENDATION: THAT A CLOSER RELATIONSHIP AND COOPERATION OF AIMS AND PURPOSES IN RELATION TO CITY PLANNING EXIST BETWEEN THE CITY PLANNING COMMISSION AND THE BOARD OF PERMIT APPEALS, WITH DUE REGARD TO THE INTENT OF THE LAWS.

Decisions of the City Planning Commission have, on numerous occasions, been arbitrarily overruled by the Board of Permit Appeals. This action, in individual cases, relaxed property standards, which in effect resulted in rezoning in violation of the Master Plan.

RECOMMENDATION: THAT THE BUILDING CODE BE AMENDED TO PROVIDE THAT WHEN AN APPLICATION IS DROPPED BY THE ZONING ADMINISTRATOR AND THE TIME FOR APPEAL HAS ELAPSED, THE PERMIT SHALL BE ORDERED CANCELLED BY THE DIRECTOR OF THE CENTRAL PERMIT BUREAU.

This would prevent applicants from filing an appeal after disapproval had become final.

RECOMMENDATION: THAT THE CITY PLANNING COMMISSION IN FUTURE FREE-WAY PLANNING IN SAN FRANCISCO WITHHOLD FINAL DECISION UNTIL AN INTELLIGENT OVERALL TRANSPORTATION PLAN CAN BE DEVELOPED.

The City Planning Commission is the agency of the City and County of San Francisco that is designated by the Charter to establish and maintain the master plan, a comprehensive, long-term plan for the improvement and future development of the city as a whole, in regard to land use and transportation.

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## HOUSING AUTHORITY.

RECOMMENDATION: THAT THE HOUSING AUTHORITY REVISE THE REQUIREMENT FOR ELIGIBILITY IN PUBLIC LOW-RENT HOUSING FOR THE ELDERLY FROM ONE YEAR TO A MINIMUM OF THREE YEARS.

The number of persons 65 years of age and older increased 27% during the past decade. In 1960 San Francisco had a population of 136,882 persons at least 60 years of age. Decent housing at rent they can afford to pay is currently a major problem.

Current applications on file for low-rent housing for elderly persons is 1,687 single and 141 families. It has been estimated that more than 8,386 will be potential elderly applicants.



(Housing Authority - continued)

RECOMMENDATION: THAT THE HOUSING AUTHORITY INSTALL THE SUNNYDALE PROJECT TYPE LIGHTING SYSTEM IN ALL HOUSING PROJECTS THROUGHOUT THE CITY.

During this past year a newly developed type of mercury vapor light with a virtually vandal-proof type of globe was installed throughout the Sunnydale Project, and this has reduced the number of calls to the Housing Authority's Special Police Department during the night by more than 50%.

RECOMMENDATION: THAT THE HOUSING AUTHORITY, IN COOPERATION WITH OTHER AGENCIES IN SOCIAL SERVICE PROGRAMS, ENCOURAGE THE ESTABLISHMENT OF GIRLS' CLUBS IN LOW SOCIO-ECONOMIC AREAS WITH PLANNED PROGRAMS EMPHASIZING TRAINING IN THE HOMEMAKING SKILLS.

These girls as citizens and as homemakers will furnish the leadership for the youths of tomorrow.

RECOMMENDATION: THAT THE HOUSING AUTHORITY, WHEN PLANNING FUTURE PUBLIC HOUSING REQUIRE THAT THE ARCHITECTURE CONFORM IN CHARACTER WITH THE NEIGHBORHOOD, AND THAT EVERY CONSIDERATION BE GIVEN TO THE PLANTING OF TREES AND LANDSCAPING.

Architectural duplication of the city's present box-type structures should be eliminated.

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#### REDEVELOPMENT AGENCY.

RECOMMENDATION: THAT THE TIME LAG IN RENEWAL AND REDEVELOPMENT SHOULD BE REDUCED BY A BETTER INTER-DEPARTMENTAL RELATIONSHIP IN ALL PUBLIC PROGRAMS AFFECTING CITY DEVELOPMENTS BY THE ESTABLISHMENT OF A TOP LEVEL POST: A CO-ORDINATOR OF HOUSING, PLANNING AND DEVELOPMENT.

During the process of redevelopment, individual property owners are impatient with the time required for completion, particularly in the planning stage, while property is blighted and/ or kept off the tax rolls. Projects, when complete, such as Western Addition, Area A, Diamond Heights and Golden Gateway create much more tax revenue than the undeveloped areas in the past.

RECOMMENDATION: THAT DURING THE PLANNING STAGE OF REDEVELOPMENT, PROPERTIES MAY BE PURCHASED FROM WILLING SELLERS AT FAIR MARKET VALUE.

The Agency has legal authority to take this step, but needs certain city guarantees which have never been worked out.



RECOMMENDATION: THAT THE REDEVELOPMENT AGENCY, IN ITS COMMUNITY RENEWAL PROGRAM, CONTINUE TO ALPRAISE NEW PROCEDURES FOR GIVING THE PUBLIC FULLER CITIZEN PARTICIPATION IN THE RENEWAL DECISION PROCESS.

The Agency must consider the dislocation of light industry and small business, the opportunity for private rehabilitation where economically possible, participation of private investors, and the creation of additional low and moderate cost housing.

The San Francisco Redevelopment Agency, in its renewal and redevelopment programs, has achieved outstanding progress in economic and cultural growth with housing and related neighborhood services in 1964.

Leslie G. Myers

Mrs. Carolyn S. Silverman

Mrs. Eleanor R. Crabtree, Chairman



## JUVENILE COURT.

RECOMMENDATION: WE URGE THAT FUNDS BE MADE AVAILABLE FOR THE IMMEDIATE EMPLOYMENT OF AN ATTORNEY TO BE ASSIGNED TO THE COURT ON A FULL TIME BASIS.

This is a "no-man's" land of legal service and the court must have legal aid, especially in contested cases.

RECOMMENDATION: ADDITIONAL PROBATION OFFICERS SHALL BE PROVIDED FOR JUVENILE COURT.

The present case load of probation officers is twice the optimum and the quality of work must suffer as a consequence. Probation costs the community substantially less than any other kind of custodial care.

RECOMMENDATION: OVERCROWDING IN THE JUVENILE HALL FOR BOTH DEPENDENT AND DELINQUENT CHILDREN MUST BE RELIEVED.

Either more funds must be made available for more foster home placements or additional facilities should be created by the city to alleviate this serious condition. Children under five years old should not be detained longer than the minimum time required for processing. The stigma attached to residence at Juvenile Hall could be removed by adoption of this recommendation.

RECOMMENDATION: CURFEW LAWS NOW ON THE BOOKS SHOULD BE ENFORCED.

The increase in crimes committed by juveniles continues year after year and the 1964 Grand Jury seeks to safeguard the public at large as well as to protect the wayward child. We approve of the appointment of the third referee with a legal background. We note that the Police Department has taken steps to prevent car thefts. During the year of 1964 we endorsed the Junior Log Cabin project which appeared as Proposition "A" on the November ballot.

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## ADULT PROBATION

RECOMMENDATION: ADDITIONAL TRAINED PROBATION OFFICERS AND CLERICAL STAFF SHOULD BE EMPLOYED IN BOTH THE PAROLE AND FAMILY SUPPORT DIVISIONS OF THIS DEPARTMENT.

The case load of the Probation Officer is three times the optimum number and quality of probation suffers. More data is needed by the Parole Board for better decisions. The family support division has enlarged the scope of its work and the size of its program and must have personnel to perform effectively. Funds collected by this department in family support matters have increased by 10% during the last year and they are involved in family, social, and community activities.

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Mrs. Joyce E. Mc Cabe.

Mrs. Adrienne H. Clark

Edward F. Euphrat, Chairman.



## MUNICIPAL RAILWAY

RECOMMENDATION: THAT THE PRESENT FARES BE RETAINED TO ENCOURAGE HIGH USE OF THE MUNICIPAL RAILWAY.

The San Francisco Municipal Railway transports approximately 680,000 passengers on a normal weekday - truly a vital service in the life of the City. San Franciscans make good use of their transit system. The transit riding habit is among the highest in the entire nation and, the fares among the lowest.

The revenue from the low fare structure does not cover the cost of operation and tax support is required. The Municipal Railway is the only one of the Public Utilities operating departments which is not self-sustaining. While certain previous Grand Juries have recommended an increase in fares, we do not do so. We believe the public interest is best served by retaining attractive rates of fare to encourage continued high usage of the Muni.

We do not believe the Muni should be treated as a stepchild of the city organization because it is a deficit operation. Rather the means should be provided to make it an excellent system with adequate facilities, equipment, and manpower as needed for rendering good service.

RECOMMENDATION: THAT THE PROGRAM OF INCREASED MAINTENANCE PROCEDURE FOR PROMPT REPAIRS OF EQUIPMENT BE CONTINUED.

While there is evidence of deferred maintenance in some quarters, there is also evidence of specific steps being taken in recent months to cope with this situation. Definite improvements are shown in reducing the number of coaches sidelined awaiting repairs and, therefore, being unavailable for service. This was made possible by recognizing the problem and appropriating funds to step up maintenance procedures. This should be continued.

RECOMMENDATION: THAT THE GENEVA-ELKTON FACILITIES BE REPLACED.

The committee inspected the older facilities of the Municipal Railway. This included the Geneva Office and Car Barn which survived the 1906 earthquake, as well as the rambling paint shop and Elkton Repair Shop. The buildings are obsolete, the soundness of their structure is questionable and they do not contribute to an efficient operation. Replacement and modernization is under study as part of the Bay Area Transit Survey.



(Municipal Railway, continued)

This Committee also inspected the Washington-Mason Cable Machinery Plant and Operating Division. The facilities are old but the plant appears to be well maintained. Some new machinery is on order and will be installed to keep the plant running to propel San Francisco's beloved cable cars.

RECOMMENDATION: THAT ALL STREET CARS AND COACHES BE EQUIPPED WITH A SYSTEM FOR SIGNALING IDENTITY OF CAR OR COACH WHERE OPERATOR IS EXPERIENCING TROUBLE.

This Committee is also deeply concerned with incidents of hoodlumism involving threats and attacks on Muni operating personnel. We recommend investigating the practicability of a "silent alarm" system whereby a radio signal would be transmitted to identify the car or coach whose operator is experiencing trouble; or the practicability of a two-way radio communication system on cars and coaches which would provide broader operational advantages.

This Committee is quite concerned with the vandalism on Muni equipment and property. It is alarming to see the number of upholstered car and coach seats which have been slashed by vandals. Damage occurs faster than repairs can be made.

RECOMMENDATION: THAT OPERATOR-TRAINING AND SAFETY PROGRAMS BE INCREASED.

Payment of accident claims represents an "unproductive" expenditure, and continued effort is warranted in accident prevention.

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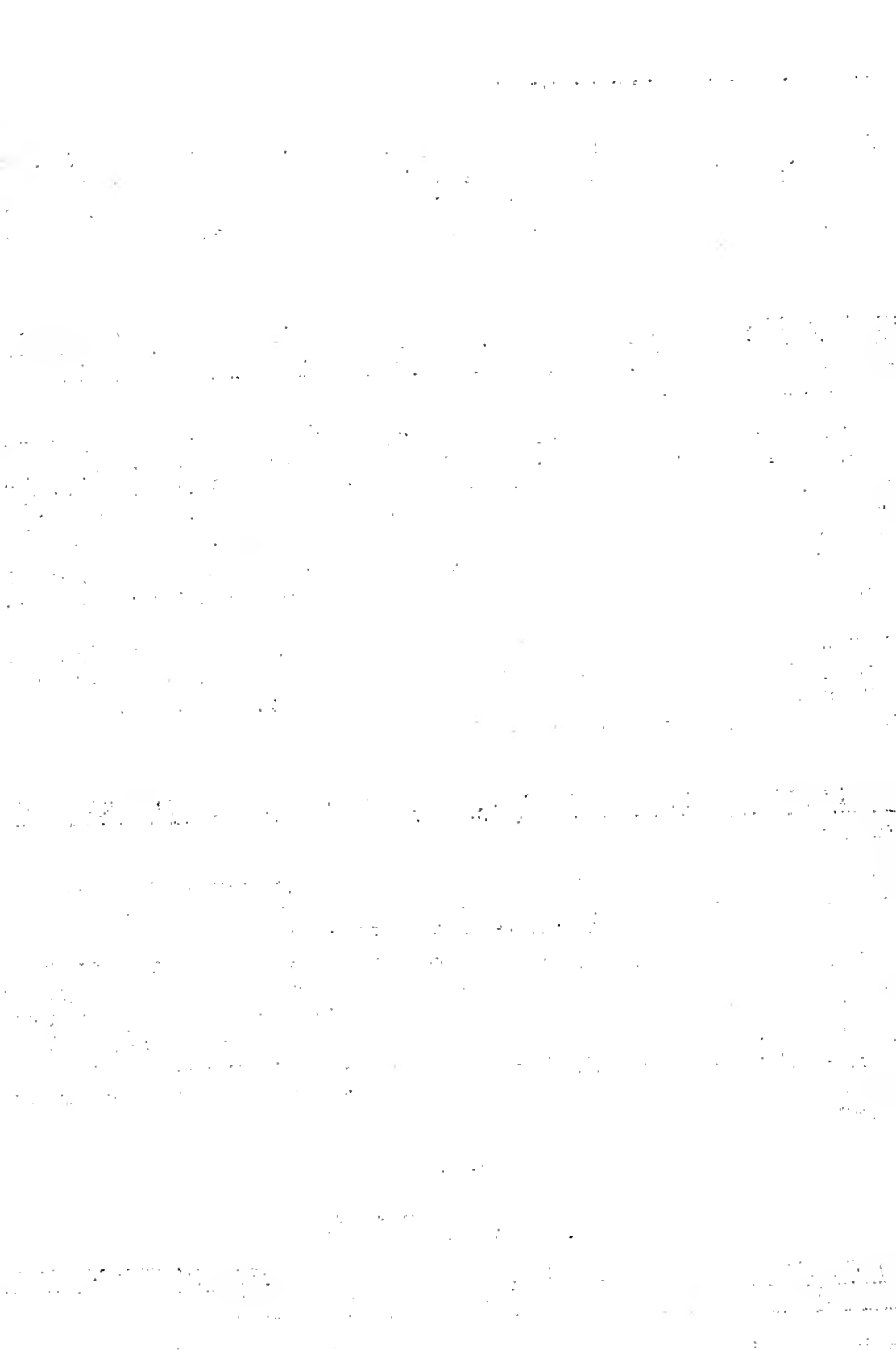
In summary, we recommend full exploitation of new and improved facilities of transportation developed by modern technology. We believe that the San Francisco Municipal Railway is a good transit system, furnishing service of a higher level than is possible in most other cities. The Muni has its share of problems but a conscientious effort is being made to deal with them and progress is being made.

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PARKING AUTHORITY

RECOMMENDATION: THAT THE SIZE AND COST OF SITES CHOSEN BE COMMENSURATE WITH THE NEEDS OF THE NEIGHBORHOOD SERVED.

The Parking Authority is committed to additional off-street parking facilities and should be permitted to acquire them at the lowest possible cost. Due to zoning restrictions and opposition of homeowner organizations to the taking of residential property, the Parking Authority has, in many cases, been compelled to arrange for neighborhood parking lot sites by acquisition of more costly commercial properties. Whenever residential property abutting on,



(Parking Authority, continued)

or adjacent to, commercial property can be secured, the cost has been substantially less. Periodic amendment of zoning restrictions can effect material savings in this regard.

RECOMMENDATION: THAT A RE-ASSIGNMENT OR INCREASE IN NUMBER OF POLICE OFFICERS BE EFFECTED FOR ENFORCEMENT OF PARKING METER TIME LIMITS IN OFF-STREET PARKING LOTS.

The Neighborhood Parking Program has been tailored to fit peak-hour parking needs during peak-hour shopping periods, generally 4:00 p.m. to 6:00 p.m., Mondays through Saturdays. Its success depends on strict police enforcement of parking meter time limits, especially during these periods. It is unfortunate that no police enforcement is available at such times.

RECOMMENDATION: THAT THE CONSTRUCTION OF THE NORTH BEACH GARAGE AND CENTRAL POLICE STATION BE EXPEDITED.

Appropriation for a new Central Police Station was approved some time ago; however, subsequent revisions by the Parking Authority to include a public garage site has delayed start of construction. Due to antiquated facilities existing in the location now occupied by Central Police Station, every effort should be made for prompt construction of this joint project.

RECOMMENDATION: THAT THE STAFF OF THE PARKING AUTHORITY BE INCREASED BY THE ADDITION OF ONE QUALIFIED EMPLOYEE TO ASSIST PRESENT STAFF AND BE RESPONSIBLE FOR THE RECORDING OF FINANCIAL DATA.

A firm of business engineers has surveyed Parking Authority personnel needs and recommended another employee with an accounting background to maintain a cost accounting system. No private business in the multi-million dollar category, which the City's parking is, would think of operating without one. At present, neither the Mayor, the Supervisors, the Controller, or a taxpayer can ascertain the actual monthly financial status of the municipal parking facilities. Currently, the only information is an annual audit, with a post audit by the Controller.

Edward F. Euphrat

Marvin Sosnick

William F. Hartnett, Chairman



## DISASTER CORPS

RECOMMENDATION: THAT A MORE DESCRIPTIVE TITLE MIGHT BE GIVEN TO THIS DEPARTMENT.

This is so that the citizens of San Francisco become better acquainted with what is really our emergency corps and which supplements regularly constituted departments in order to minimize the ill effects of any natural or man-made disaster.

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## DEPARTMENT OF ELECTRICITY

RECOMMENDATION: THAT THE NAME OF THIS DEPARTMENT BE CHANGED TO THE DEPARTMENT OF COMMUNICATIONS AND ELECTRICAL SERVICES.

The Department of Electricity is responsible for the construction, installation, maintenance and repair of equipment in the central fire alarm station, fire alarm equipment in fire houses and fire alarm boxes, fire dispatching operation, Police Department emergency telephone and teletype systems, parking meter, radio communication, traffic signals and Civil Defense warning system.

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## FIRE DEPARTMENT

RECOMMENDATION: THAT ANOTHER FIRE BOAT BE PURCHASED.

At this time, the City and County of San Francisco has only one fire boat on the waterfront, and enjoys a Class 2 National Fire Board rating, which is most favorable. However, in order to retain this extremely fine rating classification, another boat is needed.

Any increase in the rate classification would affect the insurance-buying public of San Francisco far beyond the cost of a fireboat.

The City and County of San Francisco possesses one of the finest Fire Departments in the nation, and this Committee commends the entire department on its efficiency and ability.

Mrs. Adrienne H. Clark

Irving W. Barnes

Lewis B. Levin, Chairman



## MAYOR'S OFFICE

RECOMMENDATION: THAT THE MAYOR'S OFFICE SHOULD PROVIDE THE LEADERSHIP IN THE COMMUNITY AND, WITHOUT AN ADEQUATE STAFF AND THE GROWING COMPLEXITIES OF A LARGE CITY IT IS IMPOSSIBLE TO GIVE THAT LEADERSHIP WITHOUT A WHOLE NEW APPROACH TO THE ORGANIZATION OF THE STAFF OF THE IMPORTANT OFFICE.

We, the Grand Jury, subscribe to the recommendation of the "Little Report", namely, to add the following positions:

1. An Appointment Secretary
2. An Executive Assistant
3. Coordinator of Housing, Planning and Development
4. An Assistant for Social Problems
5. An Assistant for Economic Affairs
6. One Clerk-Stenographer
7. One Information Clerk-Stenographer.

Only three new staff positions have been added to this office during the past twenty years. The Mayor of this City must have adequate professional assistance to raise the office into executive stature.

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## BOARD OF SUPERVISORS

RECOMMENDATION: NONE

The Board of Supervisors has recently undergone some organizational changes. For many years there had been eleven committees consisting of three members each, some of which met rarely, and being such small committees they demanded full attendance to function, which was not always possible. Now there are only five committees, of five members each, which provides greater participation by every member of the board and they meet on a regular scheduled time each week.

This program made the various committees more accessible to any citizen who would care to appear before them. There still are some adjustments to be made on the allocation of work, but by and large it is working out to the advantage and for the good of the whole community.

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## CHIEF ADMINISTRATIVE OFFICER

RECOMMENDATION: THAT THE BUILDING INSPECTION, HEALTH INSPECTION AND CITY PLANNING DEPARTMENTS BE CONSOLIDATED UNDER A CO-ORDINATION DIRECTOR.



(Chief Administrative Officer, continued)

The Chief Administrative Officer acts as a co-ordinator of the many governmental departments of the City, all of which will be reported on by other committees.

In the last few years there has been such increased activity in areas of urban renewal and redevelopment that an added burden has been placed on all departments concerned with the development and growth of the community.

After studying a comprehensive report submitted on Community Improvements, it has been emphasized that some of the bottlenecks could be eliminated in the various inspection departments.

Joseph Cimino, Jr.

Marvin Sosnick

Mrs. Joyce E. McCabe, Chairman



DIRECTOR OF FINANCE AND RECORDS.

RECOMMENDATION: THAT THE ORDINANCE CREATING THE POSITION OF RECORD'S PRESERVATION OFFICER BE REVIEWED.

The present ordinance lacks "teeth" in guaranteeing that all important documents are properly safeguarded from a disaster such as the 1906 earthquake and fire.

RECOMMENDATION: THAT A CITY-OWNED FACILITY BE ACQUIRED TO PROVIDE A CENTRAL STORAGE AND REFERENCE SERVICE FOR OLD RECORDS WHICH CANNOT LEGALLY BE DESTROYED OR THAT DEPARTMENTS WANT TO KEEP.

Better procedures for orderly disposition of many useless records could be developed. The Record Center program saves the City and County many thousands of dollars.

RECOMMENDATION: STEPS SHOULD BE TAKEN TO SPEED UP ESTABLISHMENT OF CIVIL SERVICE ELIGIBLE LISTS AND TO PROVIDE, WHENEVER POSSIBLE, FOR THE RETAINING OF EXPERIENCED PERSONNEL IN OFFICES WHERE THEIR SPECIALIZED TRAINING CAN BE USED.

A major problem affecting offices under the Director of Finance and Records involves civil service procedures. One is the shifting of personnel experienced in one office to another where the work is quite different. Another is the delay in filling vacancies in permanent positions.

RECOMMENDATION: ELECTRONIC PROCESSING PROCEDURES SHOULD BE CONSIDERED IN PRINTING OF THE RECORDER'S DOCUMENT INDEX AND THE PROCESSING OF VOTER REGISTRATION AFFIDAVITS.

RECOMMENDATION: THAT EXTRA HELP SHOULD BE HIRED TO SPEED UP THE MICRO-FILMING OF OLD PROPERTY RECORDS GOING BACK TO 1906 IN ORDER TO MINIMIZE THE RISK OF HAVING THESE IMPORTANT RECORDS ON PAPER ONLY.

Micro-film copies are also made of court judgments and decrees, voter registration certificates and checks received on tax payments.



DIRECTOR OF FINANCE AND RECORDS (continued)

RECOMMENDATION: THAT FUNDS BE APPROPRIATED TO PROVIDE EQUIPMENT WITH WHICH THE SEALER OF WEIGHTS AND MEASURES COULD TEST GASOLINE TANK TRUCK METERS, AS HE IS REQUIRED TO DO BY STATE LAW.

By adopting this measure, it would provide greater protection to the citizens of the community.

RECOMMENDATION: THAT A COMPLETE STUDY OF ALL CITY HALL OFFICE USE SHOULD BE MADE.

This would aid the Director in obtaining better utilization of office areas under his jurisdiction, including bringing together the offices of Public Administrator and Public Guardian. The Tax Collector's office is an example of poor space utilization.

RECOMMENDATION: THAT THE STAFF OF THE PUBLIC GUARDIAN PROGRAM BE EXPANDED.

Since the program more than pays its own way, we see no reason for previous denials of this request and to enlarge this important community service.

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DIRECTOR OF FINANCE AND RECORDS:

This department includes the offices of County Clerk, Recorder, Registrar of Voters, Public Guardian, Public Administrator, Tax Collector and Records Center. In addition, the heads of the Departments of Agriculture and Weights and Measures report to the Director of Finance and Records, by delegation of the Chief Administrative Officer's authority.

Mrs. Eleanor R. Crabtree

Cornelius C. Wall

Tony V. Morabito, Chairman



## PURCHASING DEPARTMENT

RECOMMENDATION: THAT THE NECESSARY FUNDS AND PERSONNEL WOULD BE PROVIDED TO ESTABLISH A NEW SECTION IN THE PURCHASING DEPARTMENT THAT WOULD HAVE THE FOLLOWING DUTIES.

Develop recognized standards of quality and conduct continuous laboratory testing to maintain these standards.

Standardize materials, supplies and equipment used by various city and county departments to conform to these developed standards.

Continuously revise and periodically publish these specifications in Code Form along with quantities to be ordered for use by city and county departments. This information would be also available to suppliers.

Periodically analyze purchasing procedures and make the necessary recommendations to the Purchaser.

Conduct continuous statistical research to determine the most suitable quantities to order, the proper timing of bids, the best delivery dates, and the items to be placed on new term contracts.

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## REAL ESTATE DEPARTMENT

RECOMMENDATION: THAT THE FINAL REPORT OF THE 1963 GRAND JURY COMMITTEE SHOULD BE REVIEWED AND CONSIDERATION GIVEN TO ITS RECOMMENDATIONS. IN PARTICULAR, CONSIDERATION SHOULD BE GIVEN TO THE EMPLOYING OF EXPERTS TO EVALUATE CITY AND COUNTY PROPERTIES WITH RECOMMENDATIONS FOR ITS MOST EFFECTIVE, PROFITABLE AND EFFICIENT USE.

RECOMMENDATION: THAT A SECTION OR UNIT WITH SUFFICIENT PERSONNEL AND FUNDS SHOULD BE CREATED WITHIN THE REAL ESTATE DEPARTMENT SO AS TO GIVE EXPERT EVALUATION TO THE VARIOUS HOLDINGS IN REAL ESTATE AND THEIR RELATIVE USES BY THE CITY AND COUNTY.

It would be the duty of this new unit to see that the property values in some near measure match the value of the activities for which the property is utilized.

RECOMMENDATION: THAT THE CIVIC AUDITORIUM IN CONJUNCTION WITH BROOKS HALL BE GIVEN IMMEDIATE AND EXTENSIVE PUBLICITY SO THAT IT WOULD BE WELL-KNOWN THAT THESE ACCOMMODATIONS ARE PRESENTLY AVAILABLE AND OFFER A CENTRAL, MODERN, CONVENIENT AREA FOR PUBLIC FUNCTIONS, CONVENTIONS, ETC.

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DEPARTMENT OF PUBLIC WORKS

RECOMMENDATION: THAT THE ADMINISTRATIVE, ARCHITECTURAL AND ENGINEERING FORCES OF THIS DEPARTMENT BE CONSOLIDATED INTO ONE AREA FOR GREATER EFFICIENCY AND SERVICE TO THE PUBLIC.

RECOMMENDATION: THAT ALL OF THE INSPECTION BUREAUS BE COMBINED SO THAT THEY WOULD BE CENTRALLY LOCATED AND UNDER THE PRINCIPAL DIRECTION OF THE DEPARTMENT OF PUBLIC WORKS.

Since the report of the 1963 Grand Jury Committee was filed, a public agency making a survey of some city and county operations has made an extensive report and recommendations that the inspection agencies of the city and county would be consolidated. This is a matter for concentrated action by the Board of Supervisors, the Mayor, the Chief Administrative Officer, the Fire Department and the Health Department, particularly.

This Committee reports a satisfactory operation condition at the Sewage plant.

Lewis B. Levin

Tony V. Morabito

Leslie G. Myers, Chairman



ASSESSOR.

RECOMMENDATION: THAT LEGISLATION BE ENACTED TO PROVIDE FOR THE ASSESSMENT OF POSSESSORY INTERESTS AT FEE VALUE FOR EACH TAX YEAR DURING WHICH THE PUBLICLY OWNED PROPERTY IS UNDER LEASE TO PRIVATE INTEREST.

This would eliminate the tax loopholes existing in the current structure of the possessory interest provisions of the revenue and taxation code by insuring that each parcel of property which is contributing rent or profit to private owners will bear the same burden of taxation.

RECOMMENDATION: THAT THE REDEVELOPMENT AGENCY END ITS PRACTICE OF DECLARING ITS INTEREST IN A GIVEN AREA LONG BEFORE IT HAS ANY SPECIFIC WORKABLE PLAN FOR THAT AREA.

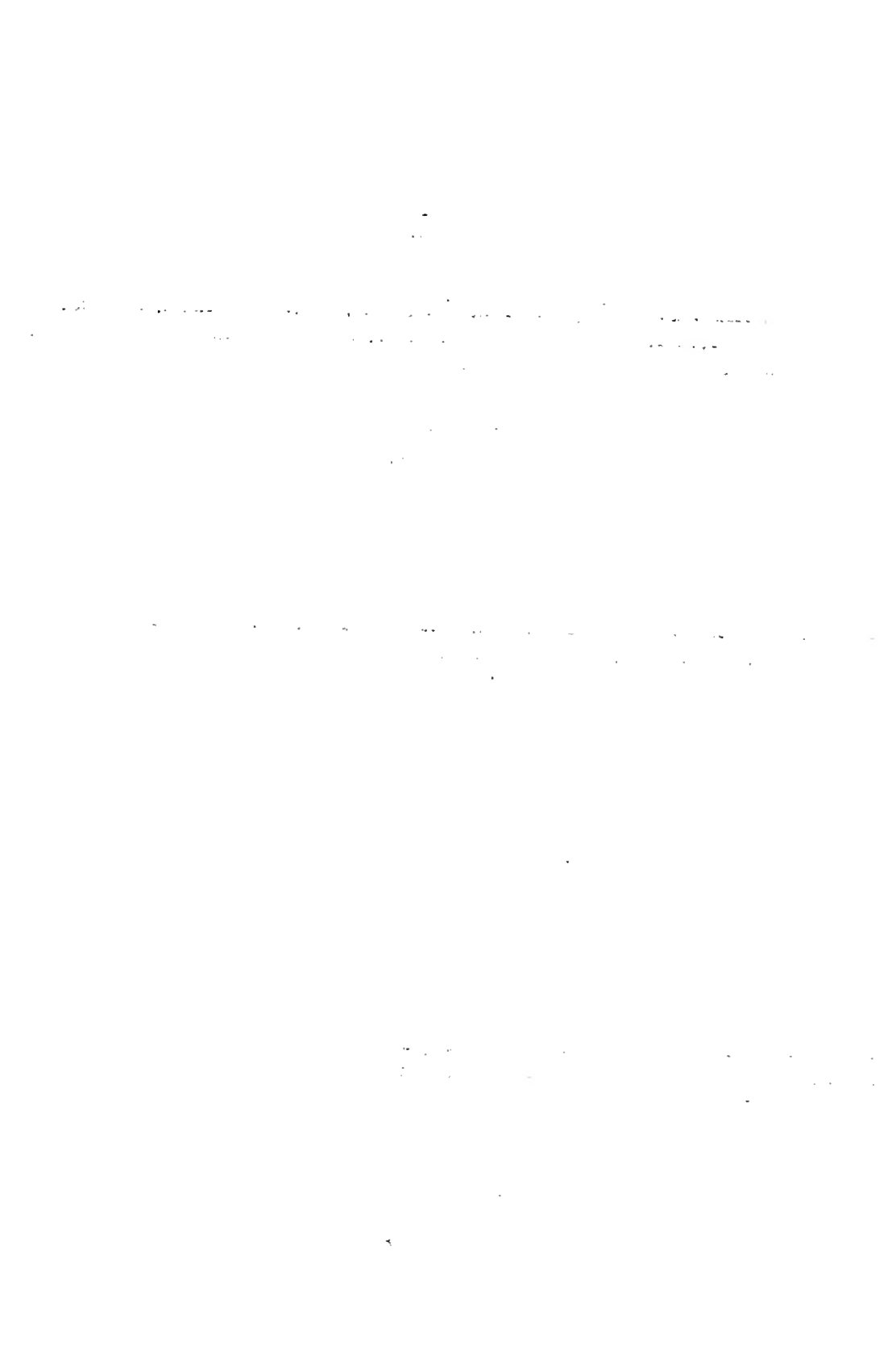
This shift of policy would minimize the hardships of the taxpayers directly concerned and at the same time prevent taxable land from being removed from our tax rolls for unduly protracted periods of time. There has been too much of a time gap between the initial designation of blighted areas for redevelopment and the actual beginning of rehabilitation. Consequently, in this gap period the assessed values are static because of the blight label placed upon the property. A series of unnecessary hardships is inflicted upon property owners in the target areas by the premature designation of such areas as blighted.

RECOMMENDATION: THAT LEGISLATIVE STEPS BE TAKEN THAT WOULD RESULT IN PLACING GOVERNMENT-OWNED PROPERTIES ( BOTH FEDERAL AND STATE) ON THE TAX ROLLS, INCLUDING THE HARBOR OF SAN FRANCISCO.

The city has an assessed value totaling over two billion dollars - an increase of over 54 million in the assessed value of land, buildings and tangible personal property.

The ultimate and controlling factor of San Francisco's continuing progress and prosperity must be the restricted land area of this city and county, 44 square miles available for local assessment and taxation.

Less than 45% of San Francisco's land bears the full burden of real property taxation and, since no contiguous area is available for expansion of our tax base, this Committee made diligent inquiries into the possibility of including areas now exempt, in the taxable



(ASSESSOR - CONTINUED)

area of San Francisco. Parking lot rentals under freeways should pay their full taxes to the city rather than to the state and State buildings should pay some taxes to the city, at enough to off-set police and fire protection cost to the city's taxpayers.

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TREASURER.

RECOMMENDATION: NONE.

This committee investigating the Treasurer's department noted that the only problem causing concern has been accomplished. This was the installation of a new alarm system. It was noted that the Treasurer collects all monies and pays all bills when due, and the sum of money involved is much more than is dealt with in some small European Nations. We believe the department is being well managed.

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CONTROLLER.

RECOMMENDATION: NONE:

This Committee noted and concurred in the fundamental policies underlying the city's new E.D.P. program. Particularly the establishment of an E.D.P. Central Facility for total systems operations for all city and county departments. Also, the practice of utilizing present city personnel to the fullest extent possible in the development and operation of this facility.

We believe that the progress made during the past year assures the accomplishment of the objective and target dates set forth in the initial five year E.D.P. Program.

R.C.Frank Brundage.

Lewis B. Levin

Carl Semonian, Chairman



## BOARD OF EDUCATION

RECOMMENDATION: THAT THE SCHOOL BOARD CREATE AN AUXILIARY COMMITTEE TO PROVIDE A FORUM FOR THE PUBLIC: PARENTS, TEACHERS, CIVIC, LABOR AND BUSINESS GROUPS AND MUNICIPAL AUTHORITIES CONCERNED WITH THE PROBLEMS OF YOUTH.

The San Francisco Department of Education is well aware of the responsibility to mold a democratic, law abiding, harmonious citizenry. To achieve that, it must meet the needs of those who need it most: the children of discrimination, poverty and neglect. Hence the commitment to child care centers, compensatory education, vocational training and integration.

A program of such scope and complexity invites a diversity of public opinion. However, the regular semi-monthly open meetings of the school board are tied to fixed agenda concerning budgets, bonds, buildings. It deals with teachers, text books, techniques; with law suits and with state and federal subsidies. The seven members do not have time to satisfy the public in open debate.

The Citizens' Auxiliary could relieve the Board of its public relations job. It could be a responsive sounding board for prolonged discussion. It could screen suggestions, pass on recommendations to the Board. Its forums could replace mob stand-ins. Such a standing committee would strengthen the bond between the school and city.

This means has been tried successfully in many cities. The Auxiliary Committee consists of fifteen or twenty citizens who have an interest in and knowledge of school problems. They serve as individuals, not as members of any organization.

This report cannot be concluded without expressing admiration and appreciation of all the teachers and administrators encountered during this assignment, as well as the volunteers, equally concerned with the role of the school at all times. They were men and women of heart, of vision, of dedication. Our city is fortunate to have individuals of such caliber working on its behalf.

Joseph B. Brennfleck

William F. Hartnett

Mrs. Carolyn S. Silverman, Chairman



PUBLIC UTILITIES.

HETCH HETCHY

SAN FRANCISCO WATER DEPARTMENT

SAN FRANCISCO INTERNATIONAL AIRPORT.

RECOMMENDATION: THAT THE PUBLIC UTILITIES COMMISSION, THE MAYOR, AND BOARD OF SUPERVISORS BE URGENTLY REQUESTED TO INITIATE AN IMMEDIATE STUDY AND SURVEY OF THE GENERAL OFFICE PERSONNEL OF THE PUBLIC UTILITIES COMMISSION WITH A VIEW TOWARDS CREATING THE VITALLY NEEDED POSITION OF ASSISTANT GENERAL MANAGER OF PUBLIC UTILITIES AND SUCH OTHER POSITIONS AS MAY BE NEEDED.

The Grand Jury Committee investigating the Department noted that during the past ten years no revision of the organizational structure of this department has been made although the responsibilities and work load has grown by leaps and bounds.

It was noted that the Airport is the fourth busiest air hub in the nation, and the fifth busiest in the world. Airport revenue has increased from \$1.4 million to more than \$8.3 million. Water consumption is up from 125 million gallons daily to almost 297 million gallons daily and revenues have increased from \$12 million to more than \$17 million.

Because of the great construction effort to increase Hetch Hetchy transmission capacity, revenue from sale of power increased from \$4.3 million to almost \$11 million. It was noted the book value of these utilities has gone from about \$300 million to about a half billion dollars.

The Grand Jury observe with great sorrow the death of General Manager, Robert C. Kirkwood, and wonders if we are demanding too much from some of our public servants. We were surprised to find that the top staff is so small that there isn't even an Assistant General Manager of Public Utilities.

It would certainly appear that more adequate staff is required in view of the past work load and the looming advent of supersonic aircraft, the need for a heliport, the meshing of Muni Transit with the Bay Area Rapid Transit System and the future planning services and facilities as are needed and will be required.

Tony V. Morabito

Cornelius C. Wall

Marvin Sosnick, Chairman



CIVIL SERVICE DEPARTMENT.

RECOMMENDATION: THAT THE CIVIL SERVICE DEPARTMENT MAKE GREATER EFFORT TO FIND WAYS OF MOTIVATING HIGH SCHOOL AND COLLEGE GRADUATES TO APPLY FOR CIVIL SERVICE CAREERS WITH THE CITY OF SAN FRANCISCO.

RECOMMENDATION: THAT THE CIVIL SERVICE DEPARTMENT STUDY WAYS AND MEANS OF QUALIFYING APPLICANTS TO FILL CIVIL SERVICE JOBS WHOSE ONLY DISQUALIFICATION IS THEIR LACK OF KNOWLEDGE OF ENGLISH.

Many eligible employees are unable to pass a written examination in English.

RECOMMENDATION: THAT A MEDICAL EXAMINING DEPARTMENT BE ESTABLISHED WITHIN THE CIVIL SERVICE DEPARTMENT FOR THE CONVENIENCE OF NEW APPLICANTS AND FOR GREATER EFFICIENCY IN PROCESSING NEW APPLICANTS.

RECOMMENDATION: THAT THE CITY ADOPT A RESOLUTION URGING ALL CITY EMPLOYEES TO AVAIL THEMSELVES OF AN ANNUAL PHYSICAL EXAMINATION.

RECOMMENDATION: THAT THE CIVIL SERVICE DEPARTMENT CONTINUE ITS EFFORTS TO ESTABLISH A CENTRALIZED ENROLLMENT BUREAU FOR NEW CITY EMPLOYEES.

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HEALTH SERVICE DEPARTMENT.

RECOMMENDATION: THAT EVERY EFFORT BE MADE BETWEEN THE HEALTH SERVICE DEPARTMENT, RETIREMENT SERVICE DEPARTMENT, AND THE CIVIL SERVICE DEPARTMENT TO COMPLETE THE ESTABLISHMENT OF A CENTRALIZED BUREAU FOR THE ENROLLING OF NEW CITY EMPLOYEES UNDER THESE AND OTHER DEPARTMENTS.

RECOMMENDATION: THAT THIS DEPARTMENT BE GIVEN HIGH PRIORITY FOR USING DATA-PROCESSING EQUIPMENT AND THAT EVERY EFFORT BE MADE TO PROGRAM THIS DEPARTMENT AT AN EARLY DATE.

This department is presently leasing equipment at a rate of \$1200.00 a month.

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RETIREMENT SERVICE DEPARTMENT.

RECOMMENDATIONS: THAT THERE BE ESTABLISHED AN ADVISORY BOARD WHOSE PRIMARY FUNCTION WOULD BE TO INVESTIGATE INVESTMENTS WITH A HIGH SAFETY FACTOR THAT WILL YIELD A HIGH RATE OF INTEREST IN ADDITION TO A GROWTH FACTOR.

This Advisory Board would serve the Retirement Board and keep it informed as to the type and amounts that could be invested in this way, and still maintain a well balanced portfolio.

RECOMMENDATION: THAT A CHANGE IN RULES BE ALLOWED IN ORDER THAT PARTIALLY DISABLED RETIREES IN THE POLICE AND FIRE DEPARTMENTS MAY, ON A VOLUNTARY BASIS, APPLY FOR DISABILITY TRANSFER TO JOBS OF LIMITED OR LIGHT DUTIES THAT THEY WOULD BE CAPABLE OF PERFORMING.

It is suggested that Parking Meter Tenders would be an excellent job for partially disabled Police Officers, whose experience in spotting and reporting trouble could be a great asset to the city.

RECOMMENDATION: THAT ANOTHER METHOD BE FOUND FOR THE ENACTMENT OF IMPROVEMENTS IN BENEFITS FOR MEMBERS OF THE RETIREMENT SYSTEM.

The present method provided under the City Charter is unfair and an unrealistic way to accomplish the purpose.

RECOMMENDATION: THAT THE RETIREMENT SYSTEM BE ALLOWED TO RETAIN A FULL TIME ATTORNEY TO WORK WITH THE RETIREMENT BOARD AND THE DIRECTOR.

This would insure that the Retirement System, its members, and the City and County of San Francisco would be fully protected at all times.

Joseph Cimino, Jr.,

Carl Semonian

Cornelius C. Wall, Chairman

1. The first part of the paper is a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries.

2. The second part of the paper is a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries.

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## DISTRICT ATTORNEY

RECOMMENDATION: THAT THE MAYOR AND BOARD OF SUPERVISORS APPROPRIATE SUFFICIENT FUNDS IN THE NEXT BUDGET TO EMPLOY TWO (2) ADDITIONAL ATTORNEYS AND TWO (2) ADDITIONAL INVESTIGATORS FOR THE DISTRICT ATTORNEY'S OFFICE.

This department has weekly contact with all members of the Grand Jury, due to the flow of indictments brought before it. Therefore, the Grand Jury is aware of the increased work load placed upon the District Attorney's Office.

During the year 1963-64, there were approximately 30% more cases in the Superior Court alone than in 1959; and arrest on suspicion was approximately 15% more in 1963-64 than in the previous year.

It was noted that recent Supreme Court decisions make it mandatory that every litigant be informed of his legal rights and all cases must be meticulously presented in order to assure prosecution in the courts. All this takes considerable time, both in preparation and presentation. Another new area of responsibility is the filing of Order to Show Cause in non-support cases involving children, and over 40 of these petitions were handled last year. The District Attorney's office works in conjunction with the Adult Probation Department and their joint efforts have materially increased financial support by fathers of their families and reduces welfare payments.

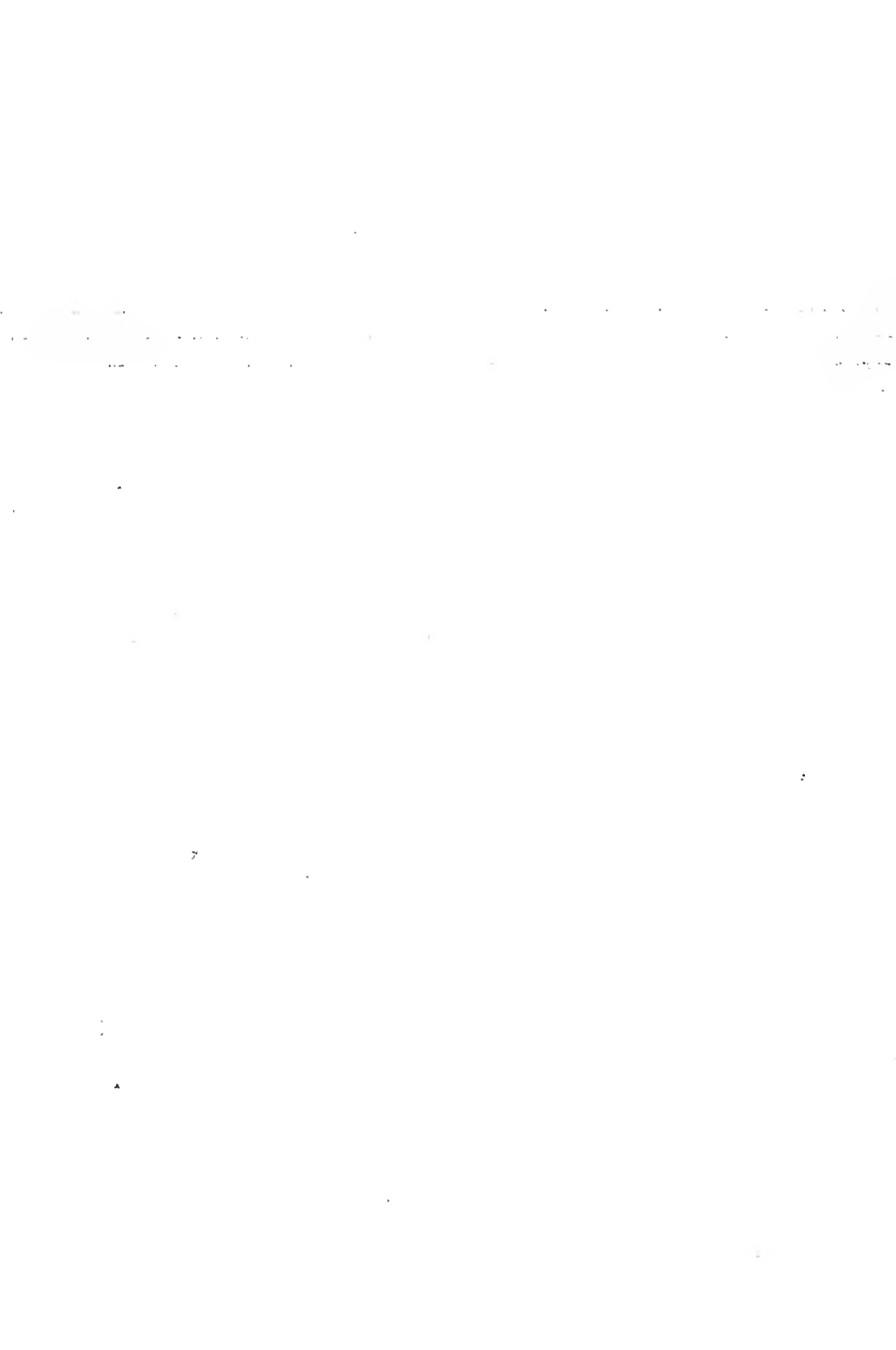
The recommendation of this Committee is further fortified by the fact that in March, 1964, the Grand Jury adopted a resolution urging the Mayor and the Board of Supervisors to provide additional personnel in the 1964-65 budget. This was not granted.

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## PUBLIC DEFENDER

RECOMMENDATION: NONE.

The Public Defender, Edward Mancuso, is conducting a department in the best traditions of public service with a dedicated staff whose actions and office procedures are beyond reproach and operates economically at a cost of a fraction of over one cent on our present tax rate.



(Public Defender, continued)

It is their duty to provide counsel, advice and defense for those defendants who are financially unable to employ counsel and to exercise care and caution to ascertain that only those who are unable to afford private legal services are served without cost. Affidavits regarding financial status are required to accomplish this end.

During the fiscal year 1963-64, the office represented 13,159 defendants and also interviewed an additional 1,102 persons with regard to the new bail no-installment program. Of the latter, 85% were approved for the service of the Public Defender and the balance were referred to the San Francisco Bar Association or to private attorneys. The office also interviewed 750 persons asking for aid and assistance. The Public Defender also appeared for 85 juveniles in the Juvenile Court.

The workload of this department has increased 80% since 1960-61 and the office was understaffed until July, 1964, when the Mayor and Board of Supervisors added staff. This has corrected the situation, and as of the end of October the backlog was removed.

\*\*\*\*\*

CITY ATTORNEY

RECOMMENDATION: NONE.

It was noted by this Committee that the additions to the staff in the last budget appropriation has enabled this Department to carry the workload assigned.

The Department handled a total of 896 actions and proceedings during the last fiscal year, in addition to numerous oral and written opinions rendered to the Board of Supervisors and other legislative bodies.

It is the opinion of this Committee that the City Attorney's Office is efficient and is operated to serve the best interests of the City and County of San Francisco.

\*\*\*\*\*

SHERIFF'S DEPARTMENT

RECOMMENDATION: THAT THE ACTIVITIES OF THE ALCOHOLISM CLINIC AT THE COUNTY JAIL #2 AT SAN BRUNO BE CONTINUED.

Dedicated and capable personnel are doing an outstanding job in



(Sheriff's Department, continued)

this most difficult area and are experiencing some success.

This Committee and other members of the 1964 Grand Jury spent an entire day on a personally conducted tour by Sheriff Matt Carberry to both the jail at the Hall of Justice and the San Bruno Facilities where good housekeeping practices and good management and cooperation on the part of the deputies and employees were observed. Productive labor by inmates such as gardening and raising vegetables contributes in a great measure to lower feeding costs. The Sheriff makes charges to the Federal Government of \$3.50 per day for Federal prisoners in his custody. In the last fiscal year, a total of 2,123 felony cases, 7,727 misdemeanors, and 820 federal cases, making a total of 10,670 cases, were handled as against 11,062 in 1962-63 fiscal year, a decrease of 4%. The Department is well-staffed and replacements are made through Civil Service.

Mrs. Eleanor R. Crabtree

Joseph B. Brennfleck

Edward J. Willig, Chairman



## POLICE DEPARTMENT

We wish to thank the Police Commissioners and Chief Cahill for the cooperation extended us during our examination of the department and we are pleased to report that the officers and members of the Police Department are dedicated to the task of giving San Francisco the finest police protection possible within the limits of present manpower and facilities. While we have studied the many facets of the Department and believe each one is worthy of mention, we are also of the opinion that certain phases of the Department's operation are more important than others and on these we would like to offer specific comment and recommendations.

### RECOMMENDATION: THAT DISTRICT STATIONS SHOULD BE RETAINED.

In view of the heavy population density of this City and the growing importance of community relations, activities, the district station may become increasingly important as a vital source of public service.

### RECOMMENDATION: THAT THE WORK NOW CONTEMPLATED ON THE CENTRAL POLICE STATION BE ACCELERATED.

The delays in completing the new projected Central Police Station have occasioned severe dislocation of service to the public and tremendous inconvenience to the police personnel thereto attached.

### RECOMMENDATION: THAT THE EXISTING POLICE DEPARTMENT PLAN RELATING TO DISTRICT BOUNDARIES BE EXPEDITED WHEN THE CENTRAL STATION IS COMPLETE, WITH SOME EXCEPTIONS.

The boundary change will require relocation of Potrero Station and should contemplate modernization of other stations which will not be moved. We believe it is to the benefit of San Francisco to keep the physical plant of the Police Department in good condition and, therefore, recommend that all district stations be surveyed to ascertain what repairs are necessary to put them in A-1 condition. This capital program should progress as soon as possible. We do not concur with the proposed removal of Park Station since it serves a unique purpose in an established residential area.

### RECOMMENDATION: THAT THE "S" SQUAD ACTIVITIES BE CONTINUED.

We believe this is a valid indication the Department is not static;



(Police Department, continued)

that it is employing its forces in the areas and against the persons who are causing trouble.

RECOMMENDATION: WHILE THE PERSONAL SERVICE PERFORMED BY THE BEAT OFFICER HAS NO SUBSTITUTE EITHER FROM THE STANDPOINT OF POLICE AWARENESS OF LOCAL PROBLEMS OR WITH RESPECT TO THE PEACE OF MIND OF THE INDIVIDUAL CITIZEN, WE RECOGNIZE THE NEED FOR MORE MOBILITY THAN THIS FORM OF PATROL CAN ACCOMPLISH AND SUGGEST THAT THOUGHT BE GIVEN TO EQUIP THE NEIGHBORHOOD PATROLMAN WITH A THREE WHEEL MOTORCYCLE WHICH WILL OFFER THE USUAL BENEFITS OF THE AUTOMOBILE, I.E., MOBILITY, SPEED AND COMMUNICATION, YET DOES NOT PRESENT THE ISOLATION BARRIER CHARACTERISTIC OF THE AUTOMOBILE.

RECOMMENDATION: THAT THE PRESENT RIGID QUALIFICATIONS FOR POLICE PERSONNEL BE MAINTAINED SO AS TO RESTRICT APPOINTMENT TO THE BEST QUALIFIED PERSONS.

It is our opinion that a lesser number of well-qualified police officers will do a better job of protecting the citizens than a greater number who are less-qualified.

RECOMMENDATION: THAT A STUDY BE MADE OF THE CITY CHARTER LIMITATIONS OF ONE POLICE OFFICER PER FIVE HUNDRED POPULATION.

This restriction is unrealistic in terms of current community requirements. The Charter limitation was approved many years ago when population pressure, economic activity, traffic hazards and congestion and social problems were of a lower order of magnitude. In addition, the manpower limitation is based upon resident population, neglecting completely the significant police problems that arise from the daily migration of people from surrounding communities. While it is known that the resident population is approximately 748,000 persons, it has also been determined that the number of persons in the downtown business area on a normal business day will exceed a count of 1,000,000. This estimate does not include the many thousands of family members who remain in the residential areas. The Police Committee believes the question of artificial limitation on police manpower which creates barriers to police service should be subject to critical study.

RECOMMENDATION: THAT THE PARKING CONTROLMEN BE REMOVED AS A POLICE RESPONSIBILITY AND ASSIGNED TO THE PARKING AUTHORITY.

Parking controlmen, by selection, training and authority, should not be equated to policemen yet in the public mind this identity continues and the citizens look to the parking controlmen for police services. Their inability to so act and take initiative in street situations suggests that perhaps this activity should be removed



(Police Department, continued)

as a police responsibility and assigned to the Parking Authority.

RECOMMENDATION: THAT CHIEF CAHILL CONTINUE HIS POLICY OF ADVANCE MEETINGS WITH PEOPLE INVOLVED IN CIVIL RIGHTS DEMONSTRATIONS.

Through information acquired at these meetings and by the advance training of members of the Department in handling such demonstrations, the police were able to supervise the picketing without incidents of violence.

RECOMMENDATION: THAT COMMUNITY RELATIONS COMMITTEE UNITS BE STARTED AS SOON AS POSSIBLE IN THOSE DISTRICTS NOT NOW HAVING THEM.

These units have been a major factor in the successful handling of neighborhood disputes and eliminating controversies in the districts which now have them. There are now Community Relations Committees established in four police districts - Potrero, Northern, Park and Ingleside.

The Police Academy is currently conducting instruction in this field.

RECOMMENDATION: THAT THE NUMBER OF MEMBERS OF THE POLICE DEPARTMENT BE INCREASED TO COPE WITH ADDITIONAL DEMANDS ON ITS MAN HOURS AND USE OF FACILITIES AS OCCASIONED BY RECENT COURT DECISIONS WITH RESPECT TO THE OBTAINING OF EVIDENCE.

Recent interpretations of the law by the Courts have immeasurably added to the difficulty of law enforcement. These decisions have placed many restrictions on the police in their investigations of crimes. The immediate effect of these decisions is to cast a shadow of suspicion on police procedures. This is an unfortunate and unjustified reaction. Law enforcement is judged, not upon the many instances of good, professional and ethical cases, but upon the judicial review of one or two cases that are the exception and not an example of the normal incident.

A secondary effect has been to cause the law enforcement agency to change its procedures and adopt techniques, etc., that demand more manhours of time and use of facilities that are already in limited supply.

RECOMMENDATION: THAT CONSIDERATION BE GIVEN TO INCLUDING IN THE CITY'S BUDGET EACH YEAR A SUFFICIENT AMOUNT TO COVER THE OVERTIME INVOLVED IN POLICING PUBLIC EVENTS.

RECOMMENDATION: THAT AN ADDITIONAL COMMUNICATION CHANNEL TO SERVE



(Police Department, continued)

AS A "SERVICE CHANNEL" BE DEVELOPED AND INSTALLED.

The system must be flexible, mobile, dependable and have sufficient back-up to assure operation under adverse circumstances.

In 1955, the police radio unit handled approximately 460,000 messages; in 1963 the same unit handled over 4,000,000 messages or an increase of almost tenfold in eight years.

If the field officer is to perform his task properly, he must have the ability to contact headquarters and make inquiry as to the present status of an individual, vehicle or property item. He should have immediate access to the major department files with reasonable assurance of a reply without unnecessary delay.

RECOMMENDATION: THAT CONSIDERATION BE GIVEN TO THE PURCHASE OF TWO-WAY PERSONAL RADIO UNITS FOR THE USE OF PATROL PERSONNEL AND POLICE INVESTIGATORS.

The police officer has many occasions to maintain communication while making investigations, searching buildings and performing surveillance duty.

RECOMMENDATION: THAT CONSIDERATION BE GIVEN TO THE STUDY OF MICROPHONE UNITS WHICH WILL PERMIT OPERATORS OF MOTORCYCLES AND PATROL VEHICLES TO ACTIVATE RADIOS WITHOUT REDUCING CONTROL OF THEIR VEHICLES.

RECOMMENDATION: THAT THE SAN FRANCISCO POLICE DEPARTMENT BE ENCOURAGED IN ITS EFFORT TOWARDS AUTOMATION OF ITS INFORMATION FILES IN CONJUNCTION WITH THE TRAFFIC FINES BUREAU OF THE MUNICIPAL COURT.

The volume of records maintained by the Police Department is so great that it cannot readily be retrieved and used as required. Other law enforcement agencies are in the process of automating their police files which will improve internal operations and better serve the driving public.

RECOMMENDATION: THAT PARKING FINES BE RAISED AND SECOND CITATIONS BE GIVEN TO CARS LEFT IN VIOLATION.

The present low scale of fines does not serve as an effective deterrent. Unless this situation is corrected by the combined efforts of the Police Department, the Courts, and the Board of Supervisors, it will promote and perpetuate a needless dissipation of police effort, clog court calendars and depreciate the public respect for authority. Parking and congestion are the primary problems; the enforcement program with respect to motor vehicle accidents is adequate.

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(Police Department, continued)

RECOMMENDATION: THAT A CAMPAIGN BE INITIATED BY PRESS, RADIO AND TELEVISION AIMED AT INFLUENCING A CHANGE IN THE PUBLIC ATTITUDE TOWARDS LAW ENFORCEMENT.

The Department has brought to our attention instances whereby the public has forcibly resisted their attempts to place under arrest persons who have violated the law. In some of these cases, the public has even tried to take a prisoner from police officers. There should be more severe punishment or strict enforcement by the courts according to the California Penal Code regarding these infractions.

RECOMMENDATION: THAT THE CANINE CORPS BE EXPANDED AS REQUIRED.

The success of this innovation has proven its usefulness, particularly in searching large buildings, patrolling parks and areas around hospitals when shifts are changing at night, etc.

RECOMMENDATION: THAT CONSIDERATION BE GIVEN TO SEEKING ADDITIONAL PATROL CAPABILITY TO MAINTAIN AN ADEQUATE LEVEL OF STREET SAFETY AND CRIME DETERRENTS.

There has been a marked increase in demands on the Police Department to safeguard activities which dissipates routine preventative patrol.

Men on duty per shift		2
Shifts of duty per day	x	<u>3</u>
		6
Police Districts in City	8	x <u>9</u>
Total members on duty		<u>54</u>
<u>plus</u>		
Normal watch-off		
(two per week or 28%)		22
Normal annual leave		
(two weeks per year)		3
Normal experience of absence		
due to illness, disability		
and other causes		<u>1</u>
		80

This estimate does not include provision for those additional officers needed to provide other services in such vital units as the Juvenile Bureau, Bureau of Inspectors, Traffic, Narcotics, etc.

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(Police Department, continued)

RECOMMENDATION: THAT CONSIDERATION BE GIVEN TO THE CONDUCTING OF PROMOTIONAL TESTS REGULARLY AT THE REASONABLE INTERVAL OF TWO YEARS AND INCREASING THE NUMBER OF POSITIONS OPEN TO COMPETITIVE EXAMINATION. THE CIVIL SERVICE PROCESS MIGHT EVEN EXTEND TO THE POSITION OF THE CHIEF OF POLICE.

Reasonable opportunities for advancement and sound recruiting are fundamental to good morale. Civil Service frees dedicated employees from the hazard of partisan pressures.

We believe the San Francisco Police Department is under a sound, efficient administration with dedicated leadership. The absence of organized crime in the community and deep devotion to police work exhibited by members of the Department assures us that morale in the San Francisco Police Department is high. The Grand Jury has an opportunity to observe many of these men throughout the year. We believe the members of the Department are carrying out their duties in a capable manner and should be commended for their devotion to duty in these very trying and difficult times.

William F. Hartnett, Co-Chairman

Edward J. Willig, Co-Chairman

R. C. Frank Brundage, Chairman

[illegible]







